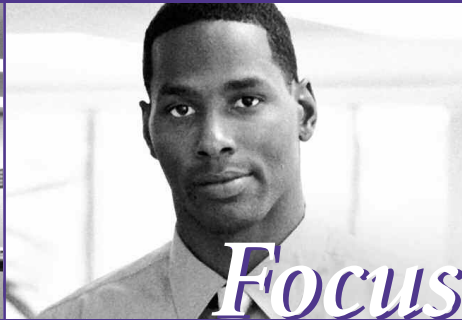


Employee



Focus on

Performance



The National Security Personnel System (NSPS) brings a new focus on you as an employee. Your personal accomplishments and contribution towards the goals of your organization are key to your success and your ability to advance your career.

It's Up to You

You work hard everyday, and you deserve to get credit for it. Having a clear understanding of what you are held accountable for, how you will be evaluated and what role you play in helping your organization achieve its goals are critical elements to a fulfilling career. It starts with you taking responsibility of making sure that you and your supervisor have a mutual understanding of these elements.

This brochure provides you with information on

- Establishing your performance objectives
- Discussing your performance objectives, career goals and developmental needs with your supervisor
- Monitoring your performance
- How to capitalize on your strengths

Thinking About Your Job

Before you meet with your supervisor to discuss your performance plan, you want to think about

- What I do and how I perform my job duties
- How I contribute to the work that my group accomplishes
- How I support my team in working toward its goals
- How to capitalize on my strengths
- Where I need to improve and what support I need

Give yourself time to think about what you want to say and what you need to continue to be successful.

The key activities you work on should be made into performance objectives. Typically employees have between one and eight performance objectives. The number of performance objectives depends on the nature of your work. When writing your performance objectives, remember:

Your performance objectives should be clear, concise, measurable, describe the specifics of what you plan to accomplish during the year and focused on results.

What Does Success Look Like?

Take a moment to think about

- What success means to me
- How I identify it
- How to work towards achieving my goals
- How I evaluate my contribution and how I want my supervisor to evaluate my contribution

As you do this, you may want to ask yourself

- What defines success in my organization?
- What behaviors do I need to demonstrate to indicate success?
- What results do I want to achieve and how can they be measured?
- What does my organization need from me in order to succeed?
- Can I explain my performance with concrete examples?



A few things to keep in mind

- This should not be complicated
- This is not about being a good writer – it is about effectively documenting what you want to accomplish during the year
- This is a chance to think about what you want to do with your career and what opportunities you need to take advantage of to acquire the knowledge, skills and abilities you need to progress

Here is a simple acronym to use when writing your performance objective

Specific – your objectives should describe what you expect to accomplish

Measurable – you should have some way to demonstrate your accomplishments

Achievable – your objectives should be within your control

Realistic – your objectives should be something you can obtain

Timely – your objectives should identify realistic time frames

At the beginning of the performance cycle, you and your supervisor should meet to discuss your work and the key activities you will engage in throughout the year and how you want to communicate with each other. This meeting is your opportunity to discuss with your supervisor what you should be focusing on so that you have shared expectations. During this meeting you also should discuss any developmental needs you have identified and request support from your supervisor. The support you receive may come in the form of training, mentoring, coaching or some other way that would be helpful for you. The conversation should serve as the foundation for an ongoing dialogue between you and your supervisor.

Monitoring Your Success

At regular intervals you and your supervisor should check in with each other to make sure you are on track to achieve your objectives. These sessions can occur through brief meetings or e-mail exchanges. How you communicate with your supervisor depends on you and your supervisor's work styles and preferences. If the work you do has changed because your organization has taken on a new or different focus, then your objectives will also need to change to ensure your work is aligned with organizational goals.

As you monitor your performance, you will be able to identify strengths and examples of success. You will be able to see how you did and what you can do to repeat your successes. In addition, you will be able to note weaknesses and shortfalls as they happen. By taking time on a regular basis to monitor your performance, you have plenty of time to improve your performance, if necessary, before the performance cycle ends.

Communicating Your Accomplishments

It is your responsibility to communicate what you have achieved. It is your supervisor's responsibility to help you achieve your objectives by creating an environment that fosters success. Because you have been having discussions with your supervisor, the results of your final meeting to discuss your accomplishments and performance rating should not be a surprise. Rather the meeting should be an opportunity to discuss how you have translated the objectives you established at the beginning of the cycle (or the ones you revised during the year, if that happened) into accomplishments. As you document your accomplishments, you need to

- Write them in a clear and concise manner
- Identify specific examples of what you achieved
- Demonstrate how your accomplishments support your organization achieving its goals

During this session, it is also a good idea for you to

- Identify areas that you would like to improve
- Revisit your career goals
- Discuss what opportunities you were able to take advantage of during the year to enhance your knowledge, skills and abilities

Working in an organization where you know what is expected of you, where you have a shared vision of what you need to accomplish and where you receive ongoing feedback about your performance is a recipe for success. NSPS encourages you to take ownership of your performance.



**National Security
Personnel System**

For More Information

NSPS

Visit the NSPS website at
<http://www.cpms.osd.mil/nsps>

NSPS in Your Component

Visit the Air Force at
<https://www.dp.hq.af.mil/dpp/dppn/nsps/index.cfm>

Visit the Army Civilian Personnel On-Line at:
<http://www.cpol.army.mil>

Visit the Fourth Estate at
<http://hrd.whs.mil>

Visit the Navy Knowledge Online at
<https://wwwa.nko.navy.mil>